



National Institutes of Health  
Bethesda, Maryland 20892  
Office of Research Services  
Security and Emergency Response  
Division of Police

All Division of Police Personnel,

With a great deal of pleasure, I am formally presenting you with a new group of standard operating procedures that will most certainly enhance our personnel practices. The need for change was first identified during a management retreat held nearly two years ago, and further conveyed shortly thereafter in the Climate Assessment that was conducted on our Division. Both of these events disclosed a widely held perception that our personnel policies and practices created inequities and had to be changed. I gratefully acknowledge the contributions of many of you whose talents and dedication led to the creation of these new procedures.

Although I recognize that not everyone will be pleased with each hiring, promotion, award, or transfer decision made in the future, I am confident the new procedures offer more clarity, consistency and fairness to the processes that will be used in making those decisions. Those of you who designed these procedures had the wisdom to place numerous "checks and balances" within them to better ensure merit-based, fair and equitable decisions.

As you are aware, this effort was part of a larger endeavor to develop and implement a long term strategic plan. Also with a great deal of satisfaction, I am formally releasing the new strategic plan (see DP Web Page: [http://ser.ors.od.nih.gov/div\\_police.htm](http://ser.ors.od.nih.gov/div_police.htm)) for your review and appreciatively acknowledge the contributions of many of you whose talents and dedication led to the creation of this plan. As I have been, and hopefully you will also be, inspired by the insight, wisdom, and expertise instilled within these documents that provide the future direction for Division of Police.

We have accomplished some very positive actions recently and I believe the DP strategic plan and the new SOPs are only the first of many initiatives that you will see come to fruition over the next three years. This investment in our combined future is meant to propel us toward a more professional and high-performing organization. I therefore thank all of you for your past efforts and challenge each of you to contribute to improving the future of the NIH Police.

Please take a moment to reflect, and celebrate our accomplishments.

Sincerely,

Alvin D. Hinton  
Director (Chief)